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ABSTRACT

This comprehensive reader features 24 chapters in 5 primary areas of educational research. Part One, "Leadership, Management, and Organizational Behavior," demonstrates that leadership has a strong conceptual basis that is basic in all human situations. It contains 6 articles: "The Nature of Leadership" (J. Gardner); "Give Me a Lever Long Enough... and Single-Handed I Can Move the World" (P. Senge); "Condensation of the Fourteen Points for Management" (W. E. Deming), "We Need Noncoercive Lead-Management from the State Superintendent to the Teacher" (W. Glasser); "Leadership as an Organizational Quality" (R. Ogawa and S. Bossert); and "People and Organizations" (L. Bolman and T. Deal) . Part Two, "Principals and Superintendents," explores the roles of principals and superintendents and contains 9 articles: "Looking for Leaders" (S. M. Johnson); "Standards for School Leaders" (Interstate School Leaders Licensure Consortium); "The Unheroic Side of Leadership: Notes from the Swamp" (J. Murphy); "Educational Leadership for the Twenty-First Century: Integrating Three Essential Perspectives" (D. Marsh); "Learning To Lead" (R. Barth); "Leadership for the Twenty-First Century: Breaking the Bonds of Dependency" (M. Fullan); "The Manager as Politician" (L. Bolman and T. Deal); "Leading a School System through Change" (P. Schlechty); and "Eight Roles of Symbolic Leaders" (T. Deal and K. Peterson). Part Three, "Diversity and Leadership" and Part Four, "Moral Leadership," look at equity, values, and the difficulties caused by a failure to cultivate women and visible minorities as leaders. Part Three contains 2 articles: "Gender and Race as Factors in Educational Leadership and Administration" (C. McGee Banks), and "Gender and Supervision" (C. Shakeshaft, I. Nowell, and A. Perry). Part Four contains 3 articles: "Leadership as Stewardship: 'Who's Serving Who?'" (T. Sergiovanni); "The Authentic Leader" (R. Evans); and "Building a Community of Virtue" (K. Ryan and K. Bohlin). Part Five, "Shared Leadership," asserts that if leadership is to be effective, it must have a strong component of "sharedness." Part Five contains 4 articles: "Good-Bye, Command and Control" (M. Wheatley); "Teacher Leadership: Ideology and Practice" (A. Lieberman, E. Saxl, and M. Miles); "Principals, Shared Decision Making, and School Reform" (C. Weiss and J. Cambone); and "Assessing the Prospects for Teacher Leadership" (J. Little). (Contains 44 references.) (DFR)

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